COMPARISON SHEET:
PMCD FRAMEWORK PERFORMANCE CRITERIA - ICB COMPETENCE ELEMENTS

PMCD Framework Performance criteria / IPMA competence elements

Y: yes
S: should be included
N: should not be included

Ref	Description	1. Projectsand project management	2. Project management implementation	3. Management by projects	4. System approach and integration	5. Project context	6. Phases and life cycle	7. Development and appraisal	8. Objectives and strategies	9. Success and failure criteria	10. Start up	11. Close out	12. Project structures	13. Content, scope	14. Time schedules	15. Resources	16. Costs and finance	17. Configurations and changes	18. Risks	19. Performance measurement	20. Controlling	21. Information, documentation, reporting	22. Organisation	23. Teamwork	24. Leadership	25. Communication	26. Conflicts and crises	27. Procurement, contracts	28. Quality	29. Informatics (IT)	30. Standards and regulations	31. Problem solving	32. Negotiations, meetings	33. Permanent organisation	34. Business processes	35. Personnel development	36. Organisational learning	37. Management of change	38. Marketing, product management	39. System management	40. Safety, health, environment	41. Legal aspects	42. Finance and accounting	No	comments (suggestions)
9	**Procurement Management**																																												
9.1	**Preliminary Procurement Planning**																																												
9.1.1	Identify and review organisation's procurement policies and procedures					S																																							1st paragraph. Change "... standards,..." into "... standards and policies, ..." // Include Procurement policies and procedures in taxonomy
9.2.1	**Conduct Procurement Planning**																																												
9.2.1.1	Utilize make-or-buy analysis to identify which project needs are best met by procuring products and/or services																										Y																		
9.2.1.2	Communicate inputs to the procurement planning process																																											N	
9.2.1.3	Determine the contract types available for project procurement planning purposes																																											N	Too detailed for ICB.
9.2.1.4	Develop rating and scoring evaluation criteria for project procurement planning purposes																										S																		Insert "rating and scoring evaluation criteria development" in 1st paragraph of element 27, after "...make or buy analysis,"
9.2.1.5	Determine the different types of procurement documents																										Y																		Implicit in the sentence "preparation of contract documentation"
9.2.1.6	Develop the procurement management plan																																											N	It is implicit in Element 10, Project Start Up, within the sentence "Planning o Project Management is an important precondition of the project start up.
9.2.2	**Conduct Solicitation Planning**																										S																		
9.2.2.1	Obtain information from established sources capable of fulfilling procurement requirements to determine the extent to which project objectives can be met																																											N	Too detailed for ICB.
9.2.2.2	Implement and communicate established selection processes and selection criteria to stakeholders and prospective contractors to ensure fair competition																																											N	Too detailed for ICB.
9.2.2.3	Obtain approvals from higher project authority to enable formal discussions to be conducted																																											N	Too detailed for ICB.
9.3.1	**Conduct Solicitation**																										S																		
9.3.1.1	Conduct solicitation activities to obtain bids/proposals from prospective sellers																																											N	Too detailed for ICB.
9.3.1.2	Conduct bidder/contractor conferences																																											N	Too detailed for ICB.
9.3.1.3	Develop advertising to support solicitation																																											N	Too detailed for ICB.
9.3.1.4	Collect proposals for evaluation																																											N	Too detailed for ICB.
9.3.2	**Conduct Source Selection/Contract**																										Y																		Too detailed for ICB.
9.3.2.1	Define and utilize project payment/invoicing terms																																											N	Too detailed for ICB.
9.3.2.2	Determine project changes, delays, and implementation of termination clauses when appropriate																																											N	Too detailed for ICB.
9.3.2.3	Rely upon methods to identify project warranties, liabilities, indemnity, and insurance clause-related activities																																											N	Too detailed for ICB.
9.3.2.4	Conduct contract negotiations																																											N	Too detailed for ICB.
9.3.2.5	Quantify qualitative data as an aid in source selection																																											N	Too detailed for ICB.
9.3.2.6	Evaluate and select source of procured resources and award contract																																											N	Too detailed for ICB.
9.3.3	**Conduct Contract Administration**																										Y																		
9.3.3.1	Complete payment reviews/approvals																																											N	Too detailed for ICB.

Y: yes
S: should be included
N: should not be included

PMCD Framework Performance criteria		IPMA competence elements																																											
Ref	Description	1. Projectsand project management	2. Project management implementation	3. Management by projects	4. System approach and integration	5. Project context	6. Phases and life cycle	7. Development and appraisal	8. Objectives and strategies	9. Success and failure criteria	10. Start up	11. Close out	12. Project structures	13. Content, scope	14. Time schedules	15. Resources	16. Costs and finance	17. Configurations and changes	18. Risks	19. Performance measurement	20. Controlling	21. Information, documentation, reporting	22. Organisation	23. Teamwork	24. Leadership	25. Communication	26. Conflicts and crises	27. Procurement, contracts	28. Quality	29. Informatics (IT)	30. Standards and regulations	31. Problem solving	32. Negotiations, meetings	33. Permanent organisation	34. Business processes	35. Personnel development	36. Organisational learning	37. Management of change	38. Marketing, product management	39. System management	40. Safety, health, environment	41. Legal aspects	42. Finance and accounting	No	comments (suggestions)
9.3.3.2	Review contractors' change status reports and dissemination of contractual changes to appropriate parties																																											N	Too detailed for ICB.
9.3.3.3	Integrate contract administration within the broader context of the project plan, quality control processes, and the overall project performance reporting																																											N	Too detailed for ICB.
9.4.1	**Manage and Review Contract Performance**																											Y																	Add one more bullet: "Managing and reviewing contract performance" above the last bullet in the list (following up..."
9.4.1.1	Review contractor costs, schedules, and technical performance levels																				S																							N	Implicit in the addition suggested in cell 131 AT
9.4.1.2	Implement a contract change control system																	S																										N	Too detailed in ICB, it is an aid to the last bullet in the list.
9.5.1	**Conduct Contract Closeout**																																												Add a last bullet: to the list in element 27 "Closing out the contract"
9.5.1.1	Determine the quality and completeness of the contract file											S																																	Too detailed for ICB. Should be incorporated to the taxonomy of the element 27
9.5.1.2	Incorporate administrative closeout into contract closeout process, including updating of records based upon final contract results, indexing and archiving of contract information, and identifying special case closeouts such as early terminations																																												Too detailed for ICB. Should be incorporated to the taxonomy of the element 28
9.5.1.3	Verify contract documentation outlining the completion and quality of work results											S																																	Too detailed for ICB. Should be incorporated to the taxonomy of the element 29